



Installation Management Command Strategic Plan

Our Mission: *Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment and enhance the well-being of the Military community*

Leading Change for Installation Excellence



IMCOM Strategic Plan

Relevant & Ready Land Power

...In Service to the Nation

IMCOM Vision:

Communities of Choice - Home to America's Armed Forces with premier facilities and services that enable our Military to deploy and win on any battlefield

IMCOM Mission:

Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment, and enhance the well-being of the Military community

Goal 1: Develop & retain the best leaders and most professional workforce to accomplish organizational goals and objectives.

Diane Devens

Goal 2: Optimize resources and employ innovative means to provide premier facilities and quality services

Randy Robinson

Goal 3: Be a streamlined, agile organization that is customer-focused and results-driven in support of current and future missions

Dave Tindoll

Goal 4: Build and sustain a state of the art infrastructure to support readiness and mission execution and enhance well-being of the Military community

Joe Plunkett



IMCOM Strategy Map

IMA Mission: Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment, and enhance the well-being of the Military community

ENDS

Support Mission Readiness and Execution

Provide Communities of Choice

ENDS

Develop & retain the best leaders and most professional workforce to accomplish Army goals and objectives

Optimize resources and employ innovative means to provide premier facilities and quality services

Be a streamlined, agile organization that is customer-focused and results-driven in support of current and future missions

Build and sustain state of the art infrastructure to support readiness and mission execution and enhance the wellbeing of the Military community

WAYS

Acquire, develop and retain leaders

Develop strategic business partnerships

Continuously streamline & standardize processes

Demonstrate environmental stewardship

Acquire, develop and retain a diverse workforce

Deploy fact-based decision making

Institutionalize knowledge management

Outsource facilities and services when economical

Further develop the organizational culture

Align resources with strategic priorities

Streamline organization structures & clarify roles

Plan and design installations for Army Transformation

Seek and apply internal/external best practices

Build relationships of trust and confidence

Employ state of the art technology

Proactively address future risks and opportunities

WAYS

MEANS

Installation Transformation

MEANS

Secure Financial Resources



IMA Strategic Plan

Goals and Objectives

(Overarching, Interrelated Strategies and Strategic Initiatives)

Goal 1: Develop and retain the best **leaders** and most professional workforce to accomplish Army goals and objectives

- 1.1 Acquire, develop and retain leaders that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance
- 1.2 Acquire, develop and retain a diverse workforce that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today's and tomorrow's mission.
- 1.3 Further develop, deploy and inculcate the IMA identity, esprit de corps and culture

Goal 2: Optimize resources and employ **innovative** means to provide premier facilities and quality services

- 2.1 Develop and formalize strategic business partnerships
- 2.2 Deploy and institutionalize processes for fact-based decision making
- 2.3 Align resource allocation with validated requirements and IMA's strategic priorities
- 2.4 Seek best practices internal and external to the organization and apply throughout IMA
- 2.5 Identify future risks, opportunities and liabilities and implement actions now

Goal 3: Be a streamlined, **agile** organization that is customer-focused and results-driven in support of current and future missions

- 3.1 Define and continuously improve processes so that they are streamlined, standardized and repeatable across IMA
- 3.2 Institutionalize knowledge management
- 3.3 Gain efficiencies by streamlining organization structures and clarifying roles and responsibilities
- 3.4 Build relationships of trust and confidence through open communication with all customers and stakeholders, internal and external

Goal 4: Build and sustain a state of the art **infrastructure** to support readiness and mission execution and enhance well-being of the military community

- 4.1 Demonstrate leadership as stewards of environmental resources
- 4.2 Outsource facilities and services (to include personnel) when economical and while maintaining mission support
- 4.3 Plan and design installations to embrace and adapt to changing requirements
- 4.4 Seek and develop advanced concepts and technologies to facilitate state of the art installations



Goal 1 – Objectives and Definitions

Goal 1 (Leadership): Develop and retain the best leaders and most professional workforce to accomplish Army goals and objectives **(Goal Champion: Diane Devens)**

1.1 Acquire, develop and retain leaders that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance

Leadership is considered the foundation for mission success. IMCOM needs leaders who Think strategically, inspire employees and achieve results.

1.2 Acquire, develop and retain a diverse workforce that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today's and tomorrow's mission.

A diverse, results-oriented high performing workforce is achieved by developing employees to their fullest potential

1.3 Further develop the organizational culture such that IMCOM becomes the employer of choice.

Further develop the organizational culture within the Command such that IMCOM becomes the employer of choice.



Goal 2 – Objectives and Definitions

Goal 2 (Innovation): Optimize resources and employ innovative means to provide premier facilities and quality services
(Goal Champion: Randy Robinson)

2.1 Develop and formalize strategic business partnerships

Develop and maximize strategic business partnerships to leverage external funding, technology, services, manpower, expertise and business practices in mutually beneficial relationships leading to achievement of strategic and operational goals with fewer in-house resources than otherwise possible, e.g. Enhanced Use Lease, cooperative agreements and use of students and interns.

2.2 Deploy and institutionalize processes for fact-based decision-making

Develop and deploy decision making processes that are consistent across the Command And based on comparable data and rationale



Goal 2 – Objectives and Definitions

Goal 2 (Innovation): Optimize resources and employ innovative means to provide premier facilities and quality services
(Goal Champion: Randy Robinson)

2.3 Align resource allocation with validated requirements and IMCOM's strategic priorities

Deploy a validated and documented requirements determination process to drive resource allocation across the Command that supports strategic, operational and tactical priorities

2.4 Seek best practices internal and external to the organization and apply across IMCOM

Deploy a process for obtaining or making available performance data and business processes internal and external to IMCOM for the purposes of internal learning and process improvements; continuously benchmark within IMCOM and with outside best practice sources



Goal 2 – Objectives and Definitions

Goal 2 (Innovation): Optimize resources and employ innovative means to provide premier facilities and quality services
(Goal Champion: Randy Robinson)

2.5 Identify future risks, opportunities and liabilities and implement actions now

Be proactive in identifying impending changes in the IMCOM/Army operating environment that may impact IMCOM's ability to perform its mission; develop action plan to leverage potential opportunities and mitigate potential threats to ensure seamless mission accomplishment; include emphasis on safety and security



Goal 3 – Objectives and Definitions

Goal 3 (Agility): Be a streamlined, agile organization that is customer-focused and results-driven in support of current and future missions **(Goal Champion: Dave Tindoll)**

3.1 Define and continuously improve processes so that they are streamlined, standardized and repeatable across IMCOM

Document key business processes across IMCOM operations and standardize to recognize Best practices; apply lean/six sigma and other business process redesign techniques to Maximize efficiency, effectiveness and agility

3.2 Institutionalize effective knowledge management

Institutionalize knowledge acquisition, development and sharing, e.g. customer intelligence, lessons learned and best practice information; maximize efficiency and effectiveness of Information management capabilities, e.g. corporate databases, accessible information portals, etc.



Goal 3 – Objectives and Definitions

Goal 3 (Agility): Be a streamlined, agile organization that is customer-focused and results-driven in support of current and future missions **(Goal Champion: Dave Tindoll)**

3.3 Gain efficiencies by streamlining organization structures and clarifying roles and responsibilities

Streamline and standardize IMCOM organization structures, roles and responsibilities to facilitate efficient and effective processes, communication and customer interface

3.4 Build relationships of trust and confidence through open communication with all customers and stakeholders, internal and external

Implement processes and practices to demonstrate and publicize IMCOM's history of timely and effective responsiveness to customer needs; ensure customer and internal awareness of IMCOM ongoing successes and achievements



Goal 4 – Objectives and Definitions

Goal 4 (Infrastructure): Build and sustain state of the art infrastructure to support readiness and mission execution and enhance well-being of the military community
(Goal Champion: Joe Plunkett)

4.1 Demonstrate leadership as stewards of environmental resources

Identify best practices in environmental stewardship and adopt where possible within IMCOM; stretch to become a world leader in environmental stewardship while meeting mission requirements; achieve formal and media recognition as a leader in environmental stewardship and social responsibility

4.2 Outsource facilities, services and infrastructure when economical and while efficiently maintaining mission support.

Seek the best solution for providing facilities and services to meet customer needs over the long term, and privatize or outsource when that is the best option for meeting those needs



Goal 4 – Objectives and Definitions

Goal 4 (Infrastructure): Build and sustain state of the art infrastructure to support readiness and mission execution and enhance well-being of the military community
(Goal Champion: Joe Plunkett)

4.3 Plan and design installations to embrace and adapt to changing requirements

Plan and design infrastructure (facilities and services as appropriate) to meet the needs of Army Transformation, including Army Modular Force (AMF), Integrated Global Presence and Basing Strategy (IGPBS), Base Realignment and Closure, (BRAC), etc.

4.4 Seek and develop advanced concepts and technologies to facilitate state of the art installations

Identify and leverage technology that is Commercial Off the Shelf (COTS), in use at OGA/industry, or in development with potential application to bring state of the art infrastructure to Army installations.